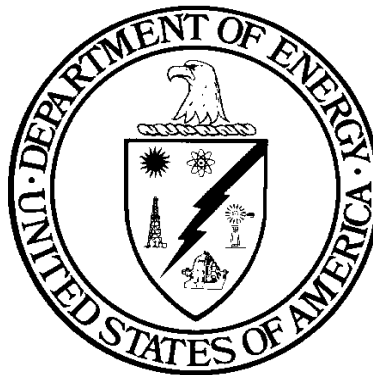

U. S. Department of Energy

TECHNICAL LEADERSHIP DEVELOPMENT PROGRAM

CLASS of FY2000

*Recommendations and Guidance
for
Participating Organizations*




Washington, D.C. 20585

September 20, 2000

FOREWORD

The future of the Department of Energy is dependent upon our beginning now to develop highly qualified future technical leaders, who have been provided a broad view of the Department and its missions. Overall responsibility for the Technical Leadership Development Program (TLDP) resides with the Federal Technical Capability Panel (Panel), as part of its chartered responsibility for overseeing and resolving issues affecting the Department's Federal Technical Capability Program.

This recommendation and guidance document was developed by a large corporate group with representatives from Program and Field Offices, technical managers, and the training and human resources professionals. The need for local flexibility was a paramount consideration in developing the revised TLDP and this document. Program and Field Offices now have the responsibility to develop and administer their own local programs, which will ultimately benefit the entire Department. The Panel will continue in its support for the TLDP and, as necessary, provide additional guidance and direction.



Larry Kirkman
Chairman, Federal Technical Capability Panel

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INTRODUCTION

The purpose of this document is to provide guidance for the Department of Energy's FY2000 Technical Leadership Development Program (TLDP). The Department of Energy recognizes the continuing need to recruit and develop a diverse group of highly qualified personnel for entry and mid-level scientific, engineering, and technical positions. Such employees will provide the Department with a continuing source of highly qualified technical personnel who are knowledgeable about the Department's programs. Each Office is responsible for designing, implementing, and administering its TLDP in a manner consistent with this guidance.

The FY2000 TLDP is scheduled to officially begin on September 28, 2000. As a first order of business, the TLDP Program Manager will meet with the site and headquarter program TLDP Coordinators to establish a list of recommended courses, and a schedule and location for their delivery consistent with the consensus of the participating offices.

PROGRAM MISSION OBJECTIVE

The Department of Energy's Technical Leadership Development Program (TLDP) is designed to provide a continuing source of highly competent technical personnel with the skills and knowledge necessary to meet the Department's current and future technical staffing needs.

PROGRAM OVERVIEW

The TLDP is designed for recent college graduates (entry level), current employees, and private sector candidates with 3-5 years experience.

The program consists of general and specific technical training activities; management and leadership development activities; and rotational work experiences in a variety of functional programs and program support areas (at various Headquarters, Field or Area Offices, Laboratories and/or Contractor Organizations). Appendix F provides an overview of these activities and experiences. Interns will be hired directly into their Home Organization and will spend their first 6 months there. This 6-month period is intended to provide for orientation of the Interns to the specific culture and missions of the Home Organization, as well as an orientation to the overall Department of Energy. A sample orientation checklist is provided as Appendix E. After the first three years, up to 12 months of graduate education may be made available to TLDP Interns for study in a technical specialty area appropriate to the mission(s) of the Home Organization or of the Department.

This Guide is intended for Managers, Supervisors, Mentors, TLDP Coordinators, TLDP Interns, and anyone having an interest in the FY2000 Technical Leadership Development Program.

PROGRAM CONTENT

The TLDP is designed around a series of training and experience modules, presented over the 3-year

program, intended to provide Interns a well rounded understanding of the Department and its missions. Interns will be provided rigorous, comprehensive, and practical technical and managerial training. The basic modules are:

- Core Technical Training
- Management/Leadership Training
- Rotational Assignments
- Advanced Education (optional)

1. Core Technical Training

Core Technical Training will be conducted during the first year of the TLDP at a Field/ Operations Office that has the facilities to support such training, e.g., Energy Technology Center at Albuquerque. This training is intended also to provide a common learning experience for TLDP Interns. The Core Technical Training consists of:

- A technical orientation providing an overview of DOE technical missions.
- Short courses taught by DOE subject matter experts, federal and contractor, in technical subjects considered critical to the Department's mission, e.g., criticality safety, nuclear weapons explosives safety, integrated safety management, and environmental restoration

The TLDP Program Manager will coordinate the administration and presentation of the Core Technical Training.

2. Management/Leadership Training

Management/Leadership training will be provided to TLDP Interns to facilitate their ability to achieve future leadership positions in the Department. Typical core management/leadership courses are:

- project management;
- contracts administration;
- program management;
- performance objectives development.

3. Rotational Assignments

To achieve the Department's goals based on its varied and changing missions, Interns will be provided additional professional and technical skills and knowledge to begin and sustain productive and responsible careers. Rotational work assignments provide practical hands-on, real-life experiences, and the opportunity to experience interactions between the assigned duty station and other elements of the Department. Three rotational assignments are part of the 3-year program. Rotational assignments are flexible depending on the home office's needs. Each rotation is designed to maximize exposure to the range of responsibilities of DOE activities and assist in the development of confident, highly qualified, knowledgeable technical staff members. Salaries, benefits, and travel costs for the rotational assignment will be funded by the home organization.

Rotational assignments will be developed by the TLDP Intern, their supervisor, mentor, and TLDP

Coordinator, who will coordinate the activity with the TLDP Program Manager. Each Intern should complete a rotational assignment in a field office, Headquarters, and a national laboratory or with a contractor organization. Offices with broad geographic or mission responsibilities may have the flexibility to arrange rotations within their own organization. All rotational assignments should provide meaningful work for the Intern and include the following information:

- Field/Program Office Mission;
- Major goals associated with the Field/Program Office Strategic Plan;
- Major issues of concern at the Field/Program Office;
- Intern's duties/responsibilities;
- Intern's expectations of the assignment;
- Intern's performance measures;
- How the Field/Program Office assignment contributes to the development of the Intern;
- Assignment of a Host Supervisor.

A written document should be prepared for each rotational assignment and signed by the Intern, the immediate supervisor, the official mentor, the site TLDP coordinator, and the host supervisor (Attachment G). This contract will contain a flexibility clause in the event that the assignment needs to be terminated. TLDP Interns may also sign a mobility agreement (Appendix D) for training and developmental activities, which will require travel and prolonged periods away from the assigned duty station, agreeing to be clearly available for such assignments. The rotational assignment information will also be put in the TLDP Intern's Individual Development Plan.

4. Advanced Education Fellowship Option

After the first three years, the opportunity for graduate study in a technical discipline (12 months full-time or the part-time equivalent) may be made available to Interns who do not already possess graduate degrees. The graduate studies should be in a technical specialty area appropriate to the mission of the Home Organization or the Department. These studies should provide Interns with advanced skills and knowledge that will support the accomplishment of the Department's current or projected missions. Interns will maintain a full-time employment status during the graduate study phase of the TLDP.

Selected Interns will incur a three-year service obligation for each year assigned to graduate study. This means that an employee must work for the Department a minimum of three years after graduation, if the employee took one year to complete the graduate degree. If Interns voluntarily separate from the Department prior to the required three years, they will be responsible for reimbursing the Department for the tuition, travel, and related fees, and other special expenses (excluding salary) paid in connection with the training. The Advanced Education Fellowship Option, offered at the discretion of the Departmental Element, will be assessed on a case by case basis.

5. Technical Qualification Program

The Technical Qualification Program (TQP) is an integral part of the Department's Federal Technical Capability Program, intended to ensure the technical competence of its workforce. Every effort will be made to ensure that TLDP Interns are fully integrated into the Technical Qualification Program (TQP) of

the home organization. Specific Qualification Standard(s) should be assigned for completion during the TLDP. Learning activities, rotational assignments and other TLDP planned activities should assist the Intern in fulfilling the TQP objectives. Upon completion of the first three years of the TLDP, each Intern from an organization that has a TQP should be fully qualified within their assigned functional area qualification standard.

6. Advanced Technical Seminars

The TLDP Program Manager will coordinate Advanced Technical Seminars during the third year of the program. These would be delivered to small groups, depending on their interests and the mission, either in person or via technology-based training. World-class experts in the subject matter field, either DOE federal, contractor employees or outside experts, will conduct the seminars.

PROGRAM RESPONSIBILITIES AND EXECUTION

Roles and Responsibilities

1. The Federal Technical Capability Panel

The Panel is comprised of senior line managers from Headquarters Program Offices, Field Offices, and representatives from the Office of Management and Administration and Office of Environment, Safety, and Health. The Panel:

- Provides policy oversight and guidance for the TLDP;
- Validates the overall effectiveness of the program, course curriculums, learning activities, and other program objectives;

2. Program Directors/Field Managers

- Establish a FY2000 TLDP, consistent with these recommendations, for the Program or Field organization.
- Ensure management support and the availability of appropriate resources to support the FY2000 TLDP and Interns (including, but not limited to, funding (salaries, benefits, travel, etc.), FTE's, training, mentoring, and other such activities that will ensure the success of the program;
- Assign a TLDP Home Coordinator.

3. Home Organization Management

- Provide necessary support and resources to meet all goals and objectives of the FY2000 TLDP;
- Assign a single person to serve as the on-site TLDP Coordinator;
- Assign a Mentor to each TLDP Intern;

4. TLDP Coordinator

- Assist the TLDP Interns in understanding the program, assisting with on-site programmatic and personnel issues, and coordination and finalization of rotational assignments;
- The Home Organization TLDP Coordinator is responsible for coordinating all TLDP activities with

HQ, Field Organizations, and internal organizations;

- Maintains records and status information for the program.

5. TLDP Program Manager

- The Office of Human Resources Management (MA-3) is committed to assigning a TLDP Program Manager.
- Oversee the coordination of centralized training activities; the contracting, development, and maintenance of the Core Technical Training; Leadership/Management Learning Activities; and Advanced Technical Seminars.
- Coordinate with local offices appointing a Class Supervisor to manage the Interns while on detail to core learning activities.
- Assist local TLDP Coordinators in arranging rotational assignments among Headquarters, Field, Laboratories and/or Contractor coordinators.

6. TLDP Intern

- Develop a broad Individual Development Plan (IDP) and developmental experiences, in collaboration with the Supervisor and Mentor.
- Tailor their IDP entering each mandatory rotational area to identify unique skill/training .
- Interns must successfully complete the developmental activities described in their IDP's and any applicable TQP requirements.

7. Home Supervisor

- Ensures that all training and developmental activities are meaningful and enhance the technical and professional development of the TLDP Intern.
- Responsible for overseeing the development and approval of the TLDP Intern's IDP.
- Review the Intern's reports and performance.
- Approve rotational assignments for Interns.

8. Mentor

- Attend training to prepare them for their mentor role prior to assuming duties as a Mentor.
- Devote a reasonable amount of time to facilitate the Intern's career development.
- Help the Intern prepare an IDP, select quality training classes, rotations, and identify shadowing or temporary assignments.
- Review the Interns' reports, and provide input to prepare performance evaluations.
- Communicates with the Home/Detail Supervisor on a regular basis.

9. Detail/Rotational Assignment Supervisor

- Is a partner in the process of helping the Intern develop new skills required while on rotational assignment.
 - Provide the same level of guidance as the Intern's Home Supervisor.
 - Exercise the same role and responsibility toward ensuring that the Intern receives technical and professional experiences that will increase the Intern's understanding of the missions, core values and goals of the Host organization.
-

- Provides input into the performance appraisal system, and frequent communication/coaching.

B. TLDP Program Administration

1. Individual Development Plans

TLDP Interns are responsible for defining, in collaboration with their Home Supervisor and Mentor, training, qualification, and technical goals. Upon entering the TLDP, and in collaboration with Mentors and Supervisors, Interns will develop a broad IDP that will focus on the core technical training and developmental experiences, the competencies of the assigned qualification standard, and the career goals of the Intern. Performance goals identified during ongoing evaluations and the performance appraisal process should contribute to the further development of the IDP. TLDP Interns and the Home Supervisor should follow the training and qualification requirements as stated in the IDP.

As Interns enter each rotational assignment, the IDP will be updated and tailored to identify unique skill/training requirements. Training may include formal coursework, required readings and on-the-job training. For those offices having a TQP, TLDP Interns, Mentor and the Home Supervisor will select a Technical Qualification Program (TQP) functional area, and complete a Qualification Card in an appropriate training area. To complete the TLDP Interns must successfully complete the developmental activities described in their IDP and Qualification Card.

2. Routine Reports (See Appendix B)

Reports are necessary to monitor the progress of the Intern during their time in the TLDP. Normally, a quarterly report is used to create a continuous feedback system to ensure the Intern is being developed quickly and effectively. The report will also produce input needed to improve the TLDP. The Intern, Mentor and Home Supervisor should submit a status report once every three months while participating in the TLDP. The TLDP Training Coordinator should distribute reports to the managers who are responsible for the TLDP.

3. Accelerated Promotions

TLDP Interns may be eligible for an accelerated promotion in as early as six months from the date of the initial appointment to the program at the discretion of the Home Supervisor. The Home Supervisor must be satisfied that the Intern has successfully completed sufficient training to provide the Intern with the experience, knowledge, skills, and abilities necessary to qualify for a higher grade.

As with all career promotions, the Home Supervisor will consider the entry level, time-in-grade, and most importantly, performance, when considering the Intern for promotion. Performance assessments will take into consideration how well the Intern is attaining knowledge, skills, and abilities during the developmental period. Input used to assess the Intern's performance should include reports from detail supervisors who oversee the Intern's performance during rotational assignments.

4. Service Obligation

Interns may be required by Site policy to sign a Service Agreement before beginning their training. A Service Agreement will be required for selection to the Advanced Education Fellowship Option that may become part TLDP training. Specific conditions of the agreement will be consistent with the individual training circumstances.

5. Mobility Agreement

Interns should sign a mobility agreement (see Appendix D) for training and developmental activities, which may require travel and prolonged periods away from the assigned duty station.

6. TLDP Timeline and Schedule

The TLDP is intended to be an ongoing program with a new class of Interns recruited and placed in the program each year. Consequently, the program activities need to be scheduled to ensure the program remains effective. The TLDP Timeline/Schedule is included in Appendix F.

7. Certificate Of Completion

The Intern will have completed the TLDP when all rotations and required training are complete or at the end of three years. Program completion will be documented with a certificate of completion. Interns will be assigned a permanent position and location by the Host Organization at the completion of the Program. This assignment will be based on the critical technical needs of the organization at that time.

APPENDIX A

TECHNICAL LEADERSHIP DEVELOPMENT PROGRAM CORE TRAINING INFORMATION				
TLDP Course Title	Course Description	Est. Course Length	Program Provided	Site Provided
PHASE I - ORIENTATION COURSES (Representative Course Titles- Site Specific)				
General Employee Training	Provides knowledge to work safely, using proper radiological control practices, in areas controlled for radiological purposes. Topics covered: radiological fundamentals; biological effects; radiation limits; as low as reasonably achievable (ALAARA); personnel monitoring programs; radiological posting and controls; and radiological emergencies. (SNL)		▲	
HAZWOPER	To meet requirements of OSHA 29 CFR 1910.120 for employees working with hazardous materials. (ESH110)			▲
Security	A series of security related videos: 1) computer security program, physical security system, personnel security, classified matter protection and control, and more (8 modules on-shelf)	Half day		▲
PHASE II - CORE TECHNICAL COURSES				
Introduction to DOE and Its Business Lines	Introduces the Technical Interns to the DOE organization, its history, and its business lines. It will include an in-depth presentation of the four businesses: Defense Programs, Energy Research, Environmental Management, and Science & Technology. Beginning with the historical context of the DOE Weapons Complex, interns will trace the development of DOE's business lines. Keynote speakers will present the current challenges and opportunities facing their organization as DOE moves into the Twenty-first Century. The course is designed to develop an esprit de corps among the interns, and to motivate them to become self-directed professionals within the DOE community.	2 days	▲	
The Biological Sciences Applications at the U.S. Department of Energy	Provides an overview of biological science as practiced and researched within the U.S. Department of Energy. Using DOE subject matter experts with project and research experience, the interns will receive a brief introduction to research projects and issues in environmental toxicology, ecology and land management, nuclear materials and their radioactive effects, and medical applications. In conjunction with these presentations, interns will be introduced to, and receive brief reviews of the applicable biological topic areas relevant to DOE's mission-related work. The intent of this course is to expose technical interns to the variety of biological research undertaken by the Department in order to assist them in their self-directed professional development.	3 days	▲	
The Chemical and Physical Sciences and Application at the U.S. Department of Energy	Provides an overview of the application of chemical physical sciences in DOE's four primary business areas. Through a series of presentations by DOE subject matter experts, the course will focus on the chemistry of environmental restoration, nuclear materials processing, explosives, combustion, and alternative fuels. Sample topics will include the chemistry of hazardous materials and the issue of contaminant fate and transport. Similarly, the physical sciences will include subject matter presentations on weapons stockpile stewardship issues and technologies, commercial, naval and research reactors, issues in nuclear waste management, and high energy physics research. In	4 days	▲	

	conjunction with these presentations, interns will be introduced to, and receive brief reviews of the applicable chemistry and physics topic areas relevant to DOE's mission-related work. The intent of this course is to expose technical interns to the variety of chemical and physics research undertaken by the Department in order to assist them in their self-directed professional development.			
Environmental Laws and Regulations	Focuses on environmental laws and regulations as they apply to DOE environmental management programs. Extensively uses of DOE case studies, videos, and discussion exercises.	3 days	▲	
Facilities Management	Prepares DOE Technical Interns for key assignments as Facility Representatives. These "FacReps" play an integral role in managing a wide variety of facilities to ensure their physical readiness for supporting DOE's work. Participants will learn how to plan for, budget, and provide oversight for facilities maintenance. They will also be able to: apply BMOP and LCAM concepts and requirements to the development and implementation of a site-wide facilities maintenance system; understand the components of a sound site maintenance program; know their roles and responsibilities for contracting, budgeting, and operational awareness; apply the Integrated Safety Measures process to the maintenance of nuclear and non-nuclear facilities; and be aware of the best practices in DOE facilities maintenance.	3 days	▲	
Nuclear Criticality Safety	Covers topics including: fundamentals of nuclear criticality safety; nuclear theory; criticality accidents and incidents; nuclear criticality data and safety limits; nuclear criticality safety standards; double contingency principle; criticality factors; criticality accident alarm system; accident lessons, safety, and criteria for an effective NCS Program.	2 days	▲	
Integrated Safety Management	Teaches the principles of integrated safety management to ensure that outcomes are effectively communicated throughout the Department.	3 days	▲	
Operational Readiness Review	Introduces the requirements and techniques necessary to meet the requirements of DOE Order 5430.31; <i>Startup and Restart of Nuclear Facilities</i> , and provides information that will enhance understanding of the DOE Operational Readiness Review Policy.	1 day	▲	
Authorization Basis	Identifies strategies for successful planning, development, approval, and implementation of AB documentation based on positive lessons learned and the collective experience of the DOE community.	2 days	▲	
Conduct of Operations and Site Oversight	Trains participants in the DOE technical operations, authorization processes, and safety practices and procedures.	5-8 days	▲	
PHASE III - CORE MANAGEMENT COURSES				
Contract Administration for Technical Representatives	Covers such topics as: authorities and responsibilities; ethics; communicating with the contracting officer; understanding the contract; contract planning; modifying contracts; ratifying contracts; issuing task orders; exercising contract options; evaluating contractor performance; handling performance problems; completing the contract; and contract termination.	3 days	▲	
Program Management Overview	Designed to help all DOE employees understand key concepts about how DOE programs are managed. Topics include: history of DOE; current and emerging DOE management principles; planning concepts for DOE success; DOE's strategic planning and budget process (the DOE Strategic	5 days	▲	

	Management System); Congressional authorization and appropriations process; and program execution, control, and evaluation.			
"Breaking the Code:" Understanding Project Management	Introduces participants to DOE's Project Management system and processes in order to improve their performance as members of the project management team. Topics include: the DOE Strategic Management System; the phases of the DOE project management life cycle; the definition of the term "Project Baseline" and its use in managing DOE projects; and the major steps in planning, executing, and successfully completing performance based DOE projects.	3 days	▲	
Designing, Writing, and Measuring Performance Objectives	Teaches a working level knowledge of performance measurement tools and techniques. Enables participants to transform broad DOE goals and objectives, through documentation and processes, into specific, quantifiable, and measurable performance results statements.	3 days	▲	
ON-SITE COURSES OFFERED DURING SITE ROTATIONS				
DOE Orders Modules	Instructor facilitated, self-paced course to learn and apply fundamental knowledge of DOE Orders. DOE-ALO course addresses the Orders necessary for a Facility Representative to complete Phase I qualification. (ALO)			▲
Project Planning	Provides "hands-on" skills training on how to plan a project, complete conceptual design for it, and develop a plan for executing that project. Teaches skills necessary for planning projects under DOE's Project Management System.	5 days		▲
Cost and Schedule Estimation and Analysis	This course provides practical skills training on: how to develop independent cost estimates; how to review cost and schedule estimates provided by contractors; and how to develop the cost and schedule elements of the project's baseline.	5 days		▲
Project Execution	Teaches skills necessary for successfully managing engineering and design, construction (including conducting remedial actions for environment restoration projects and research for energy research projects), acceptance and transition, and project closeout.	5 days		▲
Life Cycle Cost Estimating	Provides participants with instruction in life cycle cost estimation requirements and policies. Topics include: a brief history of life cycle cost estimating, current laws, directives and policies; a refresher on the principles of time value of money; analyzing cost estimates to ensure proper incorporation of life cycle estimating principles and decision making; and a review of representative DOE estimates to apply these skills.	2 days		▲
Introduction to Systems Engineering	Identifies and demonstrates the use of a systems engineering model in developing key products which can be used to improve DOE management. In this course, participants will learn: what systems engineering is; how the systems engineering model works; and when, where and how to implement the systems engineering model in their work.	3 days		▲

Appendix B
Intern/Supervisor
Quarterly Report

TECHNICAL LEADERSHIP DEVELOPMENT PROGRAM
Quarterly Report

INTERN:

OFFICE:

HOME SUPERVISOR:
(Home, Detail, Rotational)

OFFICE:

COMMENTS BY INTERN (Address adequacy of time spent, inclusive dates, and whether objectives were met. Identify strengths and weaknesses of detail, developmental activity, or assignment. Make recommendations for improvement.)

SIGNATURE OF INTERN:

DATE:

COMMENTS BY HOME SUPERVISOR (Address adequacy regarding length of assignment and make recommendations for improvement of assignment and developmental objectives of the participant. Identify strengths and weaknesses of participants and how well objectives were met.)

SIGNATURE OF HOME SUPERVISOR:

DATE:

cc: Mentor
TLDP Program Manager
Home Supervisor

Appendix B (cont.)

TECHNICAL LEADERSHIP DEVELOPMENT PROGRAM
Quarterly Report of Accomplishments

INTERN:MENTOR:

ORGANIZATION:

REPORT PERIOD COVERED:

DATE SUBMITTED:

PART 1
Intern Comments

1. Describe the major significant Technical Leadership Development Program activities (i.e., courses attended, developmental assignments, special projects undertaken, etc.) that you accomplished during the past 2 months (also, please briefly evaluate the effectiveness of each activity).

2. List any leadership development self-study activities completed (i.e., books read, audiotapes used, Etc.).

3. Have you achieved the objectives for this reporting period which were initially described in your Individual Development Plan? Explain any modifications to or deviations from that plan.

4. List any leadership skills or major knowledge that you feel were developed or gained as a result of Technical Leadership Development Program activities during this reporting period.

5. What specific leadership skills/abilities and organizational knowledge (not already addressed in your Individual Development Plan) do you think you need to give additional emphasis?

6. Describe any problems (and the causes) that you have encountered while trying to accomplish your planned Technical Leadership Development Program activities.

7. Other comments.

EXAMPLE

SIGNATURE OF INTERN:

DATE:

cc: Mentor
TLDP Program Manager
Home Supervisor

Appendix B (cont.)

PART 2

MENTOR COMMENTS

1. Observations about Intern's program progress and skill development against Individual Development Plan.

2. Suggestions for additional activities to be added to the Individual Development Plan which would benefit the Intern, or skills which may require additional development.

3. Other comments.

EXAMPLE

SIGNATURE OF MENTOR:

DATE:

Appendix B (cont.)

PART 3

DETAIL/ROTATIONAL SUPERVISOR COMMENTS

1. Observations about Intern's program progress and skill development against Individual Development Plan.

2. Suggestions for additional activities to be added to the Individual Development Plan which would benefit the Intern, or skills which may require additional development.

3. Other comments.

EXAMPLE

SIGNATURE OF DETAILED/ROTATIONAL SUPERVISOR:

DATE:

cc: Mentor
TLDP Program Manager
Home Supervisor

Appendix C
Agreement (Sample)

Technical Leadership Development Program (TLDP)
Intern Agreement and Responsibilities

I hereby agree to participate for a period of 36 months in the Technical Intern Development Program and I am willing to:

1. Accept and satisfactorily complete On-the-Job and formal and informal training assignments.
2. Maintain a high level of work performance in rotational and Host assignments.
3. Maintain high academic standards for approved coursework, as appropriate.
4. Prepare participant course and program evaluations as requested.
5. Agree to work with my mentor to ensure I reach my desired career development.
6. Prepare evaluations for my mentor, supervisor(s), and Program as requested.

I understand that I may be released from the TLDP at any time if I do not take full advantage of the required training, do not apply myself adequately or properly, or I fail to perform in a fully successful manner.

SIGNATURE OF INTERN:

DATE:

cc: Mentor
TLDP Program Manager
Host Supervisor

Appendix C (cont.) Agreement (Sample)

Technical Leadership Development Program (TLDP) Mentor Agreement and Responsibilities

I hereby agree to participate for a period of 36 months as a mentor to _____, while he/she participates in the Technical Leadership Development Program (TLDP). I am willing to:

1. Devote a reasonable amount of time to help in the career development of the above Intern.
2. Help the Intern create their Individual Development Plan and update with each rotation.
3. Recommend quality-training classes, rotations, shadowing or temporary assignments.
4. Consider and act upon what is best for the Intern's career development.
5. Prepare 360-degree evaluations of the Intern and the Intern Program as requested.
6. Prepare letters of recommendation as requested.
7. Attend mentor related training, as requested.
8. Communicate with Home/Detail Supervisor on a regular basis.
9. Provide Debrief of Intern's performance at the conclusion of each rotational assignment.

I understand that I may be released from this agreement if the Intern or I decide this is not a productive arrangement. In this event, a confidential "Lessons Learned" evaluation will be prepared by the terminating party for submission to the TLDP National Facilitator.

SIGNATURE OF MENTOR:

DATE:

cc: Intern
TLDP Program Manager
Home Supervisor

**Appendix C (cont.)
Agreement (Sample)**

**Technical Leadership Development Program (TLDP)
Home Supervisor Agreement and Responsibilities**

I hereby agree to participate for a period of 36 months as a supervisor to _____ while he/she participates in the Technical Leadership Development Program (TLDP). I am willing to:

1. Assign quality work/responsibility to the Intern.
2. Recommend and facilitate rotations that will help the Intern develop in areas productive to the Intern and Home.
3. Allow the Intern to rotate to different areas within DOE complex (including Area Offices).
4. Approve the training listed in the Intern's Individual Development Plan whenever practical.
5. Assign on-the-job and formal/informal training.
6. Review quarterly reports.
7. Prepare letters of recommendation as requested.
8. Communication on a regular basis.
9. Coach and counsel Intern at the conclusion of each rotational assignment.

I understand that I have a responsibility to provide an atmosphere which is conducive to open and honest communication.

SIGNATURE OF HOME SUPERVISOR:

DATE:

cc: Mentor
TLDP Program Manager
Home Supervisor

Appendix C (cont.) Agreement (Sample)

Technical Leadership Development Program (TLDP) Detail/Rotational Supervisor Agreement and Responsibilities

I hereby agree to participate for a period of ____ months as a supervisor to _____ while he/she participating in the Technical Leadership Development Program (TLDP). I am willing to:

1. Assign quality work/responsibility to the Intern.
2. Recommend and facilitate rotations that will help the Intern develop in areas productive to the Intern and the home base.
3. Recommend training and assignment plans whenever practical.
4. Allow time for On-the-Job and formal/informal training.
5. Review quarterly reports.
6. Prepare letters of recommendation as requested.
7. Communicate on a regular basis with Intern, Home Supervisor, and Mentor.
8. Coach and counsel Intern throughout the rotational assignment.

I understand that I have a responsibility to provide an atmosphere which is conducive to open and honest communication.

SIGNATURE OF DETAIL/ROTATIONAL SUPERVISOR:

DATE:

cc: Mentor
TLDP Program Manager
Home Supervisor

APPENDIX D

TECHNICAL LEADERSHIP DEVELOPMENT PROGRAM MOBILITY AGREEMENT

I understand that mobility is a requirement for participation in the Department of Energy Technical Leadership Development Program (TLDP). Therefore, I agree to move to any location within the _____ (insert name of Program/Field Office) _____ complex at the end of my developmental/training period. In addition, during this training period, I agree to participate in up to three developmental assignments, which may take place outside of my commuting area, that may last anywhere from 3-6 months. I understand that failure to abide by this Mobility Agreement may result in action to terminate my employment with the Department of Energy.

SIGNATURE OF INTERN:

DATE:

cc: Mentor
TLDP Program Manager
Host Supervisor

APPENDIX E

ORIENTATION CHECKLIST for TECHNICAL LEADERSHIP DEVELOPMENT PROGRAM INTERNS

The effective orientation of new and reassigned employees makes them more successful as they start a new job, makes the supervisor's job easier, and helps co-workers to work more effectively with the new employee. The interns entering the Technical Leadership Development Program (TLDP) benefit from an initial orientation just like other new or reassigned employees.

In fact, because of the training and rotational assignments in the TLDP, the new TLDP interns will have more to learn at a faster pace than other new employees. Knowledge of the Departmental mission and how their organization works, what employee assistance programs are available, and what is expected of them in the workplace, all have to be learned in three to six months rather than the year or so afforded other new employees.

We conduct an orientation program to:

- ◆ To inform employees of basic personnel benefits.
- ◆ To inform interns about the structure, design and expectations for the TLDP.
- ◆ To start to develop a commitment to the mission of the office where they work.
- ◆ To define work and performance expectations.
- ◆ To provide tools and resources to help new employees achieve success.
- ◆ To provide the new employee's supervisor with an organized approach to integrating the new employee into office work processes.

To achieve success in an orientation program we have to understand that it is an on-going process of fact-finding and decision-making that all new employees have to learn. In the first week in a new Federal job, a new employee has to make a number of personnel benefits related decisions. In the first month, they have to know and be able to practice site safety and health requirements and operate computer and telephone systems. In the first six months, they have to be able take a work assignment, define it, organize it, and complete a final product. When they move to a new assignment, they have to be able to define what they need to know and find that information to be successful in that new assignment. Orientation is a continuous process that is always important to the individual and the organization in the different steps and stages in a person's career.

We hope that this set of orientation "to-dos" will help TLDP interns and the TLDP Coordinators, supervisors, and mentors make a quick start. In addition to TLDP specific materials, we have also attached a checklist for a general orientation in DOE. The Attachment may be too comprehensive or not list all the activities in your office's orientation program.

TLDP Orientation Checklist**TLDP Coordinator**

The TLDP Coordinator performs the responsibilities of the program or field office. These activities include TLDP briefings on rotational assignments, training requirements, and assignment of a mentor. The coordinator should also meet the intern at the office's initial entry on duty orientation and then introduce the intern to his/her supervisor of record.

Checklist for TLDP Coordinator

- ☐ Brief supervisors/mentors
- ☐ Deliver TLDP briefing for interns
- ☐ Coordinate rotational assignments
- ☐ Assist in defining and meeting training requirements
- ☐ Coordinate mentor assignments
- ☐ Introduce intern to supervisor of record
- ☐ Assist with preparation of intern individual training plan
- ☐ Work with supervisor, mentor, and intern periodically to help in meeting office goals for intern, such as fulfilling Technical Qualification Program requirements or competencies needed for a target position
- ☐ Handle/resolve miscellaneous programmatic issues or problems.

TLDP and DOE Handout Material To Support Coordinator:

- ☐ Operational Guide
- ☐ Office individual training plan (IDP) guide
- ☐ DOE or office mentoring guidelines
- ☐ TLDP orientation briefing materials

TLDP Orientation Checklist

<u>Supervisor</u>

<p>Supervisors manage people, manage work, and structure and maintain the communications process that ties together the work and the people. A supervisor leads the development of the new employee through structuring work assignments and assigning training and development to improve performance today and in the future. Within the TLDP, a supervisor also has to look ahead and plan rotational assignments that balance mission demands and the need to develop the intern's potential.</p>

- ❑ Introduce intern to manager and co-workers
- ❑ Review office procedures and other general information (See Attachment A)
- ❑ Provide overview of performance and development plans and position duties and responsibilities
- ❑ Orient intern to Technical Qualification Program or other job assignment standards
- ❑ Brief intern on employee responsibilities for integrated safety management
- ❑ Complete performance plan and individual training plan
- ❑ Establish minimum documentation process for required work related training, development, and reading assignments
- ❑ Set expectations for communications and reporting process among supervisor, mentor, intern, and TLDP Coordinator.

TLDP Orientation Checklist

<u>Mentor</u>
<p>Mentors can assist, coach, push, and provide feedback to a TLDP intern in a way that co-workers and supervisors sometimes can't. Mentors can share their knowledge of the Department and the technical issues involved in the intern's work assignments and help an intern learn how to get things done on the job.</p>

- ❑ Meet with intern and discuss intern's concept of the mentor role in the TLDP
- ❑ Work with supervisor to define mentor role in intern development: performance, training, additional assignments, and special assignments
- ❑ Establish routine ways of working with the intern (a monthly meeting, for example) including telephone and e-mail interactions.

TLDP Intern Orientation To Talk To and To Do List

To meet your individual needs, you might have to follow-up to obtain additional information and/or deliver completed and signed documents. You can use the space below to list contacts and start a To do@ list. Then you can transfer it to your computer=s calendar or task management program after you move into your office.

Contacts To Remember

	name	tel.	room
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Supervisor

Supervisor's Supervisor

Administrative Officer

Training Coordinator

Office's Personnel Contact

Mentor

TLDP Coordinator

to do list

<u>Issue</u>	<u>Contact Person</u>	<u>Location/Tel</u>	<u>When</u>
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TLDP Orientation Checklist Office Procedures and General Information

Office Procedures and General Information

The Office Procedures checklist should assist offices in familiarizing the intern with information about the program or field office and special site processes/procedures. Items such as: updating personal information, addressing security issues, and using e-mail and the telephone system. The intern's mentor may want to discuss some items in this section of the checklist with the intern

The General Information familiarizes the intern with information required for routine work. Items include: additional office locations, suitability workplace requirements, eating facilities, and smoking policy. This section also provides the supervisor with a checklist to identify site policies of critical concern. The supervisor of record, the assigned mentor, or the TLDP coordinator may cover different items.

Office Procedures

- ☐ How to check and update personnel information in Employee Self-Service (ESS)
- ☐ Explanation of office security issues and procedures
- ☐ Telephone Procedures
- ☐ Computer access, security, training, and e-mail accounts
- ☐ Photocopy and facsimile machine procedures
- ☐ Mail delivery
- ☐ Movers, supplies and requisitions
- ☐ Process for requesting training; how to schedule training
- ☐ Government vehicle policy and procedure
- ☐ Reporting fires and bomb threats
- ☐ Site emergency notification procedure
- ☐ Travel procedures
- ☐ Office time and attendance process
- ☐ Acronyms or how to speak "DOE-ese"
- ☐ Organizational codes and common names
- ☐ Correspondence procedures
- ☐ Communication center and libraries, if applicable
- ☐ Records management

General Information

- ☐ Headquarters or office background information
- ☐ Additional office locations
- ☐ Contractor support relationships
- ☐ Transportation / parking

- ❑ Suitability work place requirements
- ❑ Emergency procedures, including closings and delayed opening
- ❑ Evacuation procedures, including rally points
- ❑ Tour of buildings and area (i.e., rest rooms, kitchen, etc.)
- ❑ Eating facilities (cafeteria location / restaurants)
- ❑ Smoking policy
- ❑ Recycling program
- ❑ Guest entry into buildings and public reading room, if appropriate
- ❑ Equal employment opportunity and sexual harassment policy
- ❑ Workplace violence prevention policy
- ❑ Americans with Disabilities Act requirements
- ❑ Career Management Resource Centers, if applicable
- ❑ Labor management partnerships
- ❑ Ethics in Public Service
- ❑ Floor Plans

TLDP Orientation Checklist

DOE and Program / Office / Site Information

Department of Energy's Heritage

The Department of Energy's heritage informs interns of DOE history, mission, and philosophy. Items covered in this section are: Department of Energy Strategic Plan, Department of Energy Organization; Department of Energy's business lines, key customers and stakeholders, and business strategies.

- ❑ Department of Energy Strategic Plan
 - ❑ Core Values
 - ❑ Strategic Outlook
 - ❑ Mission / Vision
 - ❑ Total Quality philosophy
- ❑ Department of Energy's Business Lines
- ❑ Key Customers and Stakeholders
- ❑ Updating the Strategic Plan
- ❑ Department of Energy Organization
- ❑ Headquarters Organization Chart
- ❑ Field Relationship Chart
- ❑ Laboratory System
- ❑ Summary of Appropriations for Recent Fiscal Years

Program / Field Office / Site

The intern also needs to learn about the local office or organization. Items include: mission/vision/principles, strategic plan, Department of Energy and office Orders, Manuals, and Guides, web-sites, local policies, and program management plans.

- ❑ Office mission / vision / principles
- ❑ Strategic plan
- ❑ Organization structure and organization chart
- ❑ Department / contractor chain of command
- ❑ Oversight role and contractor role
- ❑ Department of Energy Orders, Manuals, and Guides
- ❑ Local policies / manuals
- ❑ Organizational procedures
- ❑ Program management plans

TLDP Orientation Checklist

Quality of Worklife Programs and Services

Quality of Worklife Program and Services

Quality of worklife programs and services are available to all employees as well as interns. Typical items covered in this section are, as applicable: recreation association, political activity of Federal employees, and local blood drives.

- ☐ Flexiwork Program / Alternate Work Schedules (i.e., flexiplace, credit union hours, lunch periods, etc.)
- ☐ Use of medical facilities / exercise facilities / wellness program
- ☐ Requesting leave, leave accrual, types of leave (annual, sick, family medical, court, etc.)
- ☐ Merit Promotion
- ☐ Suggestion Program
- ☐ Employee Relations / Employee Issues (Ombudsman, Employee Concerns Office, Grievances, EEO, Appeals)
- ☐ Incentive Awards
- ☐ Day Care Facilities
- ☐ Employee Assistance Program
- ☐ Recreation Association
- ☐ Political Activity of Federal Employees
- ☐ Combined Federal Campaign
- ☐ Blood Drives
- ☐ Saving Bonds
- ☐ Special Events
- ☐ Toastmasters Club
- ☐ Notary Public
- ☐ Chamber of Commerce Contacts, if applicable
- ☐ Annual Physical Examination / Respirator Fit
- ☐ FastScan Whole Body Count
- ☐ Baseline Bioassay
- ☐ Personal Protective Equipment
- ☐ Government Credit Card for Travel
- ☐ General Employee Training
- ☐ Annual Ethics Training
- ☐ Annual Site/Program Office Required Training
- ☐ Consolidated Employee Issues Training
- ☐ Consolidated Annual Training
- ☐ Radiological Worker Training

TLDP Orientation Checklist

Human Resources In-Processing Activities

Human Resources In-Processing Activities

The HR In-Processing Activities outline the personnel activities that must be accomplished on the first day of employment. Activities include: badging, security forms, employee forms, benefits, tax documents, and oath of employment. Human Resources staff administer these activities.

- ❑ Initial Badge / Personnel Forms
 - ❑ Employee attends security briefing
 - ❑ Employee escorted from badge office by human resources specialist for in-processing
 - ❑ Completion/Discussion of Employee Forms
 - ❑ W-4 “Employee’s Withholding Allowance Certificate”
 - ❑ State-W4, “State Tax – Employee’s Withholding Exemption Certificate”
 - ❑ Applicant race, national origin and sex identification
 - ❑ Self-identification of handicap
 - ❑ Designation of beneficiary for life insurance
 - ❑ Designation of beneficiary for retirement
 - ❑ Emergency contact
 - ❑ Direct deposit sign-up form
 - ❑ Declaration for Federal employment
 - ❑ Questionnaire for Non-Sensitive Position (if no clearance is required)
 - ❑ Fingerprint chart
 - ❑ Statement of prior Federal service, if applicable
 - ❑ Thrift Savings Plan, if applicable
 - ❑ Employee location record
 - ❑ Employee educational data
 - ❑ Handouts for Employee Review/Information
 - ❑ Leave Administration
 - ❑ Employee Assistance Program
 - ❑ Booklet on Federal Employees Group Life Insurance
 - ❑ Booklets on Federal Employees Health Benefits and Specific Health Plans
 - ❑ Booklet on Federal Employees Retirement System
 - ❑ Booklet “Summary of the Thrift Savings Plan for Federal Employees”
 - ❑ Booklet “Standards of Ethical Conduct for Employees of the

Executive Branch and Related Department of Energy Regulations”

- Security forms, if clearance required (must be completed and returned within five days)
 - Security Clearance Questionnaire for Sensitive Position, if required
 - Release, Fair Credit Reporting Act of 1970, as amended
 - Security acknowledgment
 - Data report on spouse/cohabitant
 - Additional information for cases involving foreign residence or citizenship
 - Financial disclosure
 - Employee records
- Administration of Department of Energy oath of employment

APPENDIX F

TECHNICAL LEADERSHIP DEVELOPMENT PROGRAM TIMELINE CHART

The Technical Leadership Development program (TLDP) is designed to provide a rigorous developmental program for new TLDP interns. The TLDP can be shown as a series of rotational and training assignments which overlay the normal hiring, work assignment, and training and development assignments that new employees would normally enjoy.

Standard, Entry-Level Employee Developmental Sequence: Example

Jul 2000	Jun - Jul 2001	Jun - Jul 2002	Jul 2003
Year 1	Year 2	Year 3	
Employee hired, supervisor assigned, home office orientation, IDP and performance elements within 60 days. Probationary Period # Performance Rating #	Continuing work assignments and special projects to extend and test employee competencies. # Career Ladder Promotion # Revised IDP Performance Rating #	Continuing work assignments and special projects to extend and test employee competencies. # Career Ladder Promotion # Revised IDP Performance Rating # Career status obtained #	
Individualized training to meet site, office and employee needs.	Individualized training to meet site, office and employee needs.	Individualized training to meet site, office and employee needs.	
		Special developmental training or work assignment may take place to meet developmental needs for future assignments.	

In the TLDP, we have Home Office on-the-job and individualized training to meet office and intern needs AND a mentor, core training, and rotational work assignments. Home offices need to make use of work project assignments, rotational assignments, individualized training, and core training in a flexible manner to best meet home office and individual intern needs while providing the intern an opportunity to learn DOE core functional requirements.

Technical Leadership Development Program Sequence - FY 2000 Class:

Home Supervisor, Mentor, Rotational Assignment Supervisors for Three Rotational Assignments-Supported by TLDP Coordinator
Three Core Discipline Fields: Scientific and Technical, Business/Work Practices, Leadership & Management.

Jul 2000	Dec-Jan	Jun - Jul 2001	Dec-Jan	Jun - Jul 2002	Dec-Jan	Jul 2003
Start: Home Office						End: Home Office
Employee hired, home office orientation, IDP & perform. elements within 60 days.	Home Office & Core Training	Formal Rotation: M&O/I, Lab, HQ, Field site & Core Training	Formal Rotation: M&O/I, Lab, HQ, Field site	Formal Rotation: M&O/I, Lab, HQ, Field site & Core Training		
#Home Supervisor	----- >					
		Rotation Supervisor	Rotation Supervisor	Rotation Supervisor		
#Mentor assigned	----- >					
Individualized	Training	----- >				Target Position
TLDP Core Training	(1) Training - <u>est.</u> Feb-May 2001	(2) Training - <u>est.</u> Oct-Nov 2001		(3) Training <u>est.</u> Oct- Nov 2002		
Probationary Performance	Period # Rating #	# Career Ladder Promotion # Revised IDP	Performance Rating #	# Career Ladder Promotion # Revised IDP	Performance Rating # Career status obtained #	
Home Office Option		Accelerated Promotion #		Career Ladder Promotion #		

Appendix GTECHNICAL LEADERSHIP DEVELOPMENT PROGRAM

Developmental Assignment Contract Information

1. Participant Information

- Name
- Organization
- Address
- Telephone number

2. Assignment Position and Location

- Agency
- Address
- E-mail Address-Telephone number
- Host supervisor

3. Assignment Period

- Beginning date
- Ending date
- Vacation period
- Training period

4. Overview of Host Organization: - Include the organization's primary mission and tasks.

5. Overview of Program Assignment duties:

6. Assignment Objectives:

Describe how the assignment will expose the participant to leadership experiences and other activities that would further address the competency areas as identified by the results of the 360 Degree Feedback and the TLDP.

7. Flexibility Clause: If evaluation of the participant's progress dictates a change, the assignment objectives may be modified. If the assignment plan does not provide facilities and the opportunity to achieve the participant's objectives, the developmental assignment may be terminated with mutual consent.

Approval Signatures:

Participant _____

Permanent Supervisor _____

Host Assignment Supervisor _____

Site TLDP Coordinator _____

NOTE:

1. Return a copy of each approved developmental assignment contract to TLDP Coordinator prior to beginning each assignment.
2. Vacation and training periods are not considered part of the 60-day assignment.

APPENDIX H
Technical Leadership Development Program

Certification of Developmental Assignment

(To be completed by the host supervisor upon completion of the assignment)

Intern _____

Assignment (Agency/Component/City)

Start Date _____ Completion Date _____

Please provide a brief evaluation of the experiences and insights the participant gained from this developmental assignment.

Describe the assignment's benefits:

- (a) What can the participant do differently (b) How did this assignment change the technical and/or leadership behaviors of the participant.

What recommendations, if any, would you make for future TLDP Participants seeking developmental assignments?

Other comments:

Signature _____

Date _____

Upon completion of each assignment, return a copy of this certification to the TLDP Coordinator.